

# Washington Management Service (WMS)

## Position Description

For assistance completing this form, contact your WMS Coordinator.

Position Information		
Position Title: Drinking Water State Revolving Fund Manager	Position Number/Object Abbreviation: 71039808	
Incumbent's Name (If filled position):	Agency/Division/Unit: DOH/EPH/ODW	
Address Where Position Is Located: Tumwater	Work Schedule: Part Time <input type="checkbox"/> Full Time <input checked="" type="checkbox"/>	Overtime Eligible: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Supervisor's Name and Title: Mike Means, Capacity Development and Policy Manager	Supervisor's Phone: 360-236-3178	
Organizational Structure		
Summarize the functions of the position's division/unit and how this position fits into the agency structure ( <b>attach an organizational chart</b> ).		
<p>The Drinking Water State Revolving Fund (DWSRF) Section of the Office of Drinking Water is part of the Capacity Development and Policy team that includes the following sections: Operator Certification, Engineering and Technical Services, and the Policy and Planning. The section serves to provide a number of key functions which include: develop and implement strategic and operational planning to improve the DWSRF program, oversee grant and loan application processes, provide engineering oversight and technical assistance to water systems on infrastructure projects, expert consultation on legal and contracting issues, and proposed legislation on DWSRF program issues.</p>		
Position Objective		
Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports and contributes to the mission of the organization.		
<p>The purpose of this position is to supervise and lead a team of 4 positions dedicated to working collaboratively with headquarters and regional managers and staff, as well as external partners, on the state \$900,000,000 DWSRF program addressing statewide policies, program plans, and regulatory compliance. Responding to high profile, controversial, emerging drinking water infrastructure issues, the position reports directly to the Capacity Development and Policy Manager. This work is guided by state and federal laws and regulations, as well as overall public health principles and objectives. The position also works directly with DOH fiscal manager, drinking water managers, and the Deputy Director and Director in the Office of Drinking Water to advance policies and procedures and make decisions about allocation of resources. The mission of the Office of Drinking Water is to work with partners to provide safe and reliable drinking water throughout the state. The DWSRF leadership work of this position is directly aimed at supporting this overall mission.</p>		
<p><b>Team One:</b> This position's team one (team of peers with the same manager) is the Capacity Development and Policy management team. This position is an active leadership team participant providing strong collaboration, trust, and partnership to each member of the team. They escalate issues from within their team, but also actively support their peers and keep their focus on the goals and needs of the team, division, and agency. They will look to provide opportunities to support, clarify direction, and work to bridge gaps when faced with competing priorities, reach out across siloes and make sound decisions based on the broader needs of the office, division, agency, and communities we serve.</p>		
<p><b>Team One Leadership:</b> This position also has the responsibility to lead a Team One consisting of their direct reports. These positions have differing work functions, but they will come together as a team under the direction of the DWSRF Manager. They will meet to provide support, collaboration, and provide outward help when faced with competing priorities. The DWSRF Manager will provide the space and support to ensure the team can make time to see one another as people, get curious about problem-solving, and actively work to make sound decisions to support workplace</p>		



culture and make decisions supporting the broader needs of the office, division, agency, and communities we serve.

**Technical Leadership Role:** The DWSRF Manager engages other DOH programs, regional staff, water utilities, sister agencies, and other partners to ensure a strong and collaborative DWSRF program supporting state infrastructure needs for drinking water. This program provides federal and state money to fund water system infrastructure projects through both low interest loan and grant programs subject to both state law and federal regulations. They ensure a public health focus by directing resources, measuring outcomes, and celebrating successes.

**Unique Role:** This position serves as a Department of Health leader that ensures they are supporting the outward mindset workplace culture within the agency, division, office, and team and with the service we provide to our customers and partners. They will also take on project assignments as needed to support the office.

### **Assigned Work Activities (Duties and Tasks)**

Describe the duties and tasks and underline the essential functions. Functions listed in this section are primary duties and are fundamental to why the position exists. For more guidance, see [Essential Functions Guide](#).

#### **Duty:**

##### **Team One:**

- Provide senior-level leadership and expertise in SRF program development and implementation for ODW.
- Consult and make recommendations to senior managers and office management team on strategy, prioritization, and resourcing of SRF program development and implementation in ODW.
- Support the development of strong, well-designed, well-defined programs to promote safe and reliable drinking water across the state, integrating policy, legislative, public education, and communication strategies.
- Support One DOH line of sight with clear internal and external communications.
- Support Peers and Team members in Capacity Development and Policy to build the relationships and culture of the office.

##### **Team One Leadership of SRF Team:**

- Lead and supervise DWSRF section staff within the Office of Drinking Water's Capacity Development and Policy Team.
- Make staff hiring recommendations, as needed.
- Ensure staff meet personal and professional goals and actively contribute to developing and maintaining Office of Drinking Water's Learning Culture norms.
- Ensure staff meet statutory requirements by following the agency's rule-making process; help ensure programmatic changes are in alignment with the agency and division strategic plan.
- Provide ongoing coaching, mentoring, and feedback for staff.
- Complete annual performance development plans and performance evaluations within established deadlines.
- Build camaraderie and create linkages as appropriate between individual staff, with the Capacity Development and Policy Team, and with Office of Drinking Water staff.
- Assist Grants and Loans Section Manager in building a team culture.

##### **Technical Leadership Role: Develop and implement strategic and operational planning to improve the Drinking Water State Revolving Fund program (DWSRF)**

- Coordinate SRF program with internal and external stakeholders, including DOH Fiscal teams, water systems, and Office of Drinking Water headquarters and regions.
- Facilitate high priority DWSRF planning and program development issues involving multiple programs and agencies, including new funding programs.
- Oversee DWSRF grant and loan application processes.



- Organize and oversee the activities of multi-disciplinary teams, including external stakeholders to develop and implement the DWSRF program.
- Working with the Capacity Development and Policy manager to participate in national policy development for DWSRF programs. Present and share Washington State information to other states and the US EPA.
- Work with staff, peers, and stakeholders to ensure that policy and implementation ideas are refined and fully adoptable.
- Analyze drinking water program implications of federal and state legislation.
- Represent the office/agency with local and state elected officials, with state and federal agencies, and on state and national workgroups and committees as directed.
- Participate in the development of the Drinking Water Infrastructure Needs Survey and Assessment by working with selected water systems in Washington State.
- Facilitate weekly DWSRF Team meetings consisting of DWSRF staff and DWSRF lead from each regional office.
- Assist with development and maintenance of Loans and Grants Tracking System.
- Assist with preparation of EPA reports.

#### **Unique Role:**

- Lead assigned Teams and Workgroups as a Management Sponsor.
- Provide consultation to management, stakeholders, and interagency coordination on DWSRF loan program issues, legal and contracting issues, and proposed legislation.
- Research and analyze issues, consult with management and staff, and create detailed written analyses related to DWSRF policy, rules, and legislation. Present recommendations to office management team.
- Represent the DWSRF program with state and federal agencies and on state and national workgroups and committees as directed.
- Assist in emergency responses.
- Other duties as assigned.

#### **Accountability – Scope of Control and Influence**

##### **Provide examples of the resources and/or policies that are controlled and influenced.**

This position plans, leads, organizes, and controls office work performed on state revolving fund uses, projects, process, and associated legislative issues, policy development, and program-specific strategies that help fund infrastructure and program activities resulting in safe and reliable drinking water for citizens of Washington State. The SRF manager is expected to demonstrate a strong background in leadership of public water system needs, infrastructure and budget support, legislative, and stakeholder collaboration to succeed in influencing public health protection.

The manager is independently responsible to set section priorities and allocate staff resources to accomplish these priorities. This position is accountable for managing within the budget allocated to the section, and to work with the agency's financial managers and team to track spending and request shifts as needed.

The position is critical to influencing the importance of drinking water system infrastructure. The manager accomplishes this through strategic, strongly built and held relationships with our stakeholders, DOH fiscal teams, legislative staff, and state and local partners. Engaging with diverse interested parties is a vital part of this position's work to decrease public health outcome inequities including how funds are dispersed to communities throughout the state. Ensuring underrepresented communities are prioritized and informed.

This position ensures state rules and policies for SRF implementation are consistent with federal direction to maintain our primacy agreement and funding with US EPA, and that state and federal mandates are effective at ensuring safe, reliable, and sustainable drinking water in our state. This position has a strong influence on how the department adopts rules that pertain to the drinking water SRF program. This position is also directly responsible to ensure SRF policy recommendations are in alignment with agency, division, and office strategy and authority.

**Describe the scope of accountability.**

The scope of this position is statewide and far-reaching given that funding opportunities for utilities, legislative proposals for funding and policies influenced and developed by the section may impact not only the drinking water systems, but also others within the agency and other state agencies particularly in coordination with Ecology Clean Water SRF. In addition, this position also influences how the public and our constituents understand implications of funding options, and associated policy and rule issues.

The ongoing health of this fund (currently at about \$900 million) is part of the scope of this position in coordination with DOH fiscal team members.

Accountability may be demonstrated through the following activities:

- Strategic and tactical recommendations to office management team on DWSRF rule and policy issues, and legislative funding proposals for infrastructure.
- Influence on draft federal rules and initiatives as well as responsibility for state rules and initiatives.
- Decisions related to section expenditures, staff recruitment, training and evaluations, and prioritization of workload.

**Describe the potential impact of error or consequence of error (impacts unit, division, agency, state).**

As the DWSRF manager, this position will be managing situations where our constituents are unclear about the implications of available funding and associated policies and rules. There will be occasions where the manager must explain and clarify ODW's position. The consequences of errors, misinterpretations, or poor decision making may damage the integrity of the ODW and agency.

The manager is expected to work on a number of diverse projects simultaneously and is expected to meet deadlines on each to ensure accuracy and timeliness. Missed deadlines and errors cost the ODW money and integrity.

**Financial Dimensions**

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources.

**Operating budget controlled.**

The section is funded through a combination of federal and state funds, requiring oversight of spending on the part of the section manager. The annual budget allocation managed by this position is approximately \$800,000 for salary and benefits, training, supplies, travel, and general office operations, and coordinated oversight of the \$900 million DWSRF program.

**Other financial influences/impacts.**

This position is the lead of the DWSRF Leadership Team who comprises both program and fiscal DOH staff to establish program direction including amount to be loaned, interest rates charged, considerations for principal forgiveness, and other loan related fiscal impacts. This program is currently running about \$900,000,000 revolving fund with annual federal capitalization at about \$24,000,000. Set asides from this capitalization fund nearly 50% of the drinking water



program.

### Supervisory Responsibilities

Supervisory Position: Yes ☒ No ☐

If **yes**, list total full-time equivalents (FTE's) managed and highest position title.

The position supervises 4 FTEs. The highest positions are an Environmental Engineer 5 (Range 71) and an Environmental Planner 3 (Range 59).

### Decision Making and Policy Impact

**Explain the position's policy impact (applying, developing, or determining how the agency will implement).**

The position plays a critical decision-making role in interpreting and defining how our office carries out our DWSRF, adopts associated state rules and policies, and communicate and engage stakeholders in the process.

**Is the position responsible for making significant recommendations due to expertise or knowledge? If yes, provide examples of the types of recommendations made and to whom.**

Yes. The position is responsible for interpreting and making strategic and tactical recommendations to office management team on infrastructure needs and legislation that could impact the office's ability to carry out its responsibility to ensure safe drinking water. The position is also responsible for briefing office management team, making rule-making recommendations to ensure associated federal rules are adopted, and meet or exceed federal standards. The manager is also expected to identify section resource needs and make recommendations to the office management team and the finance manager.

**Explain the major decision-making responsibilities this position has full authority to make.**

Decisions related to section recommendations on state DWSRF program direction supporting infrastructure needs, state legislative bill reviews and analysis, and on federal rules and policies under development that impact the DWSRF and infrastructure funding. The position compiles stakeholder feedback and makes decisions on draft rule language to present to office management team.

Decisions related to section expenditures; staff recruitment, training, and evaluations; and prioritization of workload.

**Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?**

Program implementation, policy and rule decisions are both tactical and strategic. They must take into careful consideration the political sensitivity or controversial nature of the issue. The decision making often must consider 'out of the box' and 'what-if' scenarios that push beyond the comfort zone to ensure the office is being proactive when possible, and strategic in its public messages and funding availability. This position must also make tactical decisions about who else to involve from within and outside of the department, and strategic about how to leverage with others to be effective and successful in our DWSRF program implementation and addressing associated legislative and rule packages. DWSRF rule, and policy decisions and recommendations rely on strategic thinking – anticipating and determining potential implications and benefits to the drinking water program and regulated community and identifying options to present to stakeholders and collaborators before final language or analysis is done.

**What are the risks or consequences of the recommendations or decisions?**

Careful consideration of the political sensitivity or controversial nature of issues is crucial to this position. The manager in this position is responsible for making recommendations and decisions related to DWSRF policy and planning – particularly around rules we must adopt in accordance with our grant with US EPA. Recommendations must be well thought out, include feedback from constituents, and ensure consistency. A bad recommendation or decision related to policy direction or rule making could put our capitalization grant and primacy agreement at risk and reduce our level of federal funding. Not properly identifying implications to the program from proposed legislation could result in state laws



that conflict with our federal direction and implementation of federal rules.

### **Qualifications – Knowledge, Skills, and Abilities**

List the education, experience, licenses, certifications, and competencies.

#### **Required Education, Experience, and Competencies.**

Bachelor's degree in environmental science, environmental planning, environmental health, political science, land-use planning, public health, or closely related field; and

At least five years or professional experience in one or more of the following areas:

- State Revolving Fund implementation
- Policy development and analysis
- Coordination of oversight of local or statewide issues or regulations
- Drinking water compliance
- Water quality
- Land use planning

Demonstrated excellent verbal and written communication skills.

Demonstrated expertise in Microsoft products (Word, Excel, PowerPoint)

#### **Competencies:**

**Self-Development:** Aware of strengths and limitations, seeks feedback and knowledge to continually learn and grow from their experiences. Transparent with leadership and teams about their growth areas.

**Employee Engagement:** An approachable, outward leader who seeks to understand all perspectives and leverages differing opinions and experiences. Consults, advises, and provides tools to employees and managers to help resolve interpersonal communication issues.

**People-Centered:** Has a passion for public health and leads with a customer focus. Incorporates the perspectives of underserved and unrepresented communities in decision-making processes. Leads with employer of choice values in making decisions that support our business needs, communities we serve, and employees that perform our work.

**Leadership Excellence:** Proactively develops the talent in their area; provides ongoing constructive performance goals, objectives, and development plans; and ensures ongoing performance feedback. Ensures accountability and success through continuous improvement, coaching, and recognition. Clearly articulates an office vision and expectations to the team and garners support. Possesses courage to address serious performance issues. Responds quickly to address harassment, discrimination, or any behaviors that threaten our respectful and inclusive work environment.

**Trusted Team Player:** Gains the confidence and trust of others through honesty, integrity, and professionalism. Works as a collaborative and dependable team member and ensures others' needs are heard. Demonstrates organizational and political awareness, relationship building skills, and effective decision-making in day-to-day operations and in response to drinking water emergencies. Trusted advisor and leader when activated for emergency or incident response.

#### **Preferred/Desired Education, Experience, and Competencies.**





Master's degree in environmental science, environmental planning, environmental health, land-use planning, public health, or closely allied field.

Knowledge and understanding of drinking water state revolving fund processes and requirements.

Three years of progressively responsible experience in staff supervision, coaching, or mentoring.

Knowledge and understanding of Washington's legislative and rulemaking processes.

Desire to help continuing to improve Washington's public health system including health equity.

**Competencies:**

- **Quality Improvement:** Ability to apply quality improvement tools to improve efficiency, accuracy, and overall quality. Ensures and supports regular review, measuring, reporting and continuous improvement of organizational performance.
- Outstanding leadership, communications, problem-solving and project management skills. Skilled in management, supervision, and motivation of staff.
- Demonstrated experience working with diverse and competing interest groups to develop solutions and resolve conflicts around high-profile issues.
- Demonstrated ability to develop strong relationships with internal and external partners and stakeholders.

**Special Requirements/Conditions of Employment**

List special requirements or conditions of employment beyond the qualifications above.

**Working Conditions**

Work Setting, including hazards:	<p>The duty station for this position is Tumwater or Spokane Valley, WA. Due to the COVID-19 pandemic, telework (mobile-work) is currently expected. Incumbent must have internet access and connectivity. When approved to return, the incumbent may be asked to report to the duty station for some work activities. An alternative work schedule may be considered upon request and supervisor approval.</p> <p>Must be willing and able to work in a frequently stressful environment with multiple assignments, priority deadlines, and occasionally stressful emergency response conditions.</p> <p>Must be willing and able to move objects and materials weighing up to 25 pounds with or without accommodation.</p>
Schedule (i.e., hours and days):	<p>Willing and able to work Monday through Friday, 8am to 5pm, with occasional evening and weekend work required. Must be willing to work in excess of 40 hours per week.</p>
Travel Requirements:	<p>Must be available to travel and stay out of town as needed to meet the needs of the position. Willing and able to legally operate a state or privately-owned vehicle OR provide alternative transportation.</p>
Tools and Equipment:	<p>Position requires use of standard office equipment, including computer, phones,</p>



	copiers, and printers.
Customer Relations:	Position will interact with the public and stakeholders with questions about rule development, policy development, and legislative issues.
Other:	A valid Washington State driver's license or the alternative ability to travel around the state is required. Must be willing to use a state vehicle to travel.
<b>Acknowledgement of Position Description</b> The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.	
Date: 11/23/2022	Supervisor's Signature (required): /s/Mike Means
Date: 11/30/2022	Appointing Authority's Name and Title: Courtney Dutra, EPH Deputy Assistant Secretary Signature (required): /s/Courtney L Dutra
<b>As the incumbent in this position, I have received a copy of this position description.</b>	
Date:	Employee's Signature:

**Position details and related actions taken by Human Resources will be reflected on the Position Evaluation Summary form.**